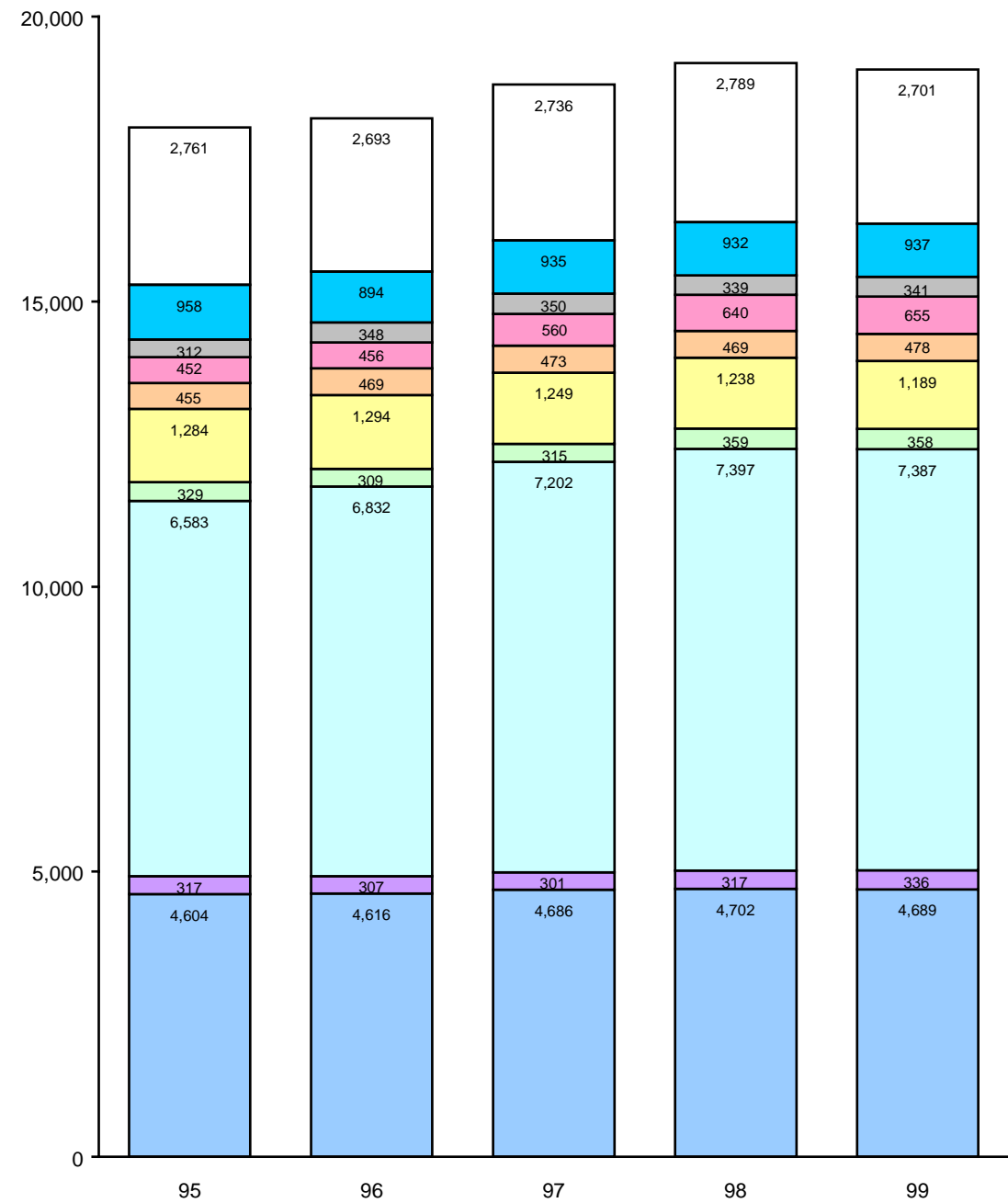


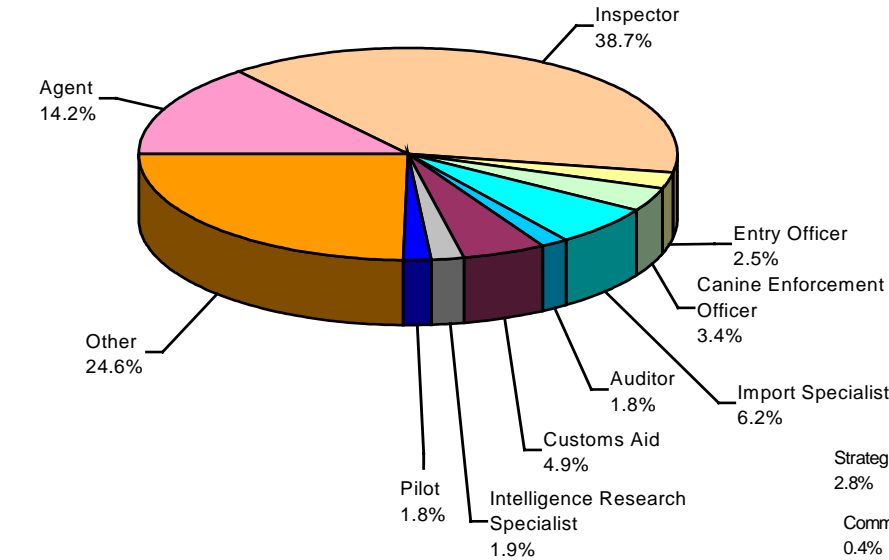


FY 1999 Operational Highlights
Full-time Permanent Workforce

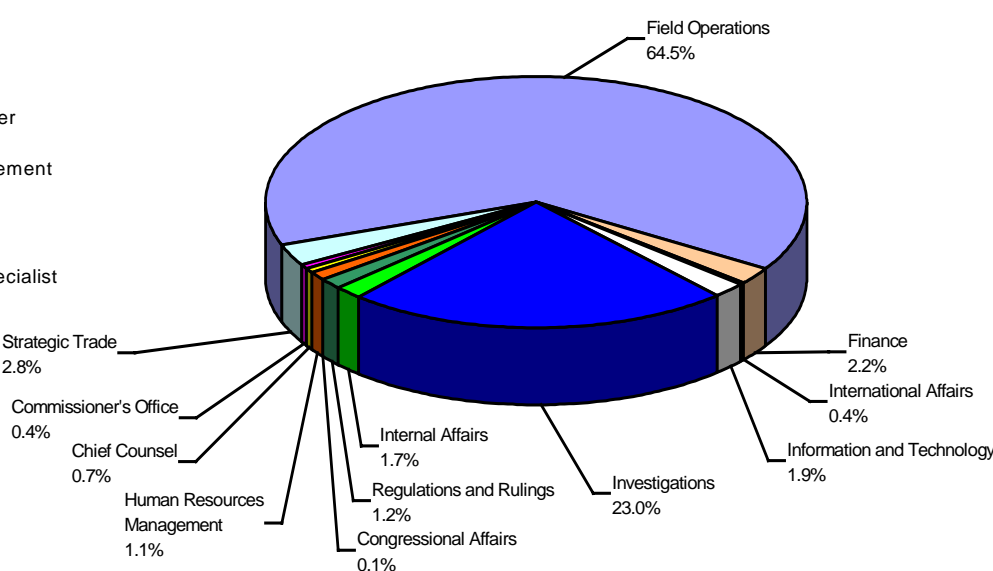
Workforce Trends by Major Occupation



By Major Occupation



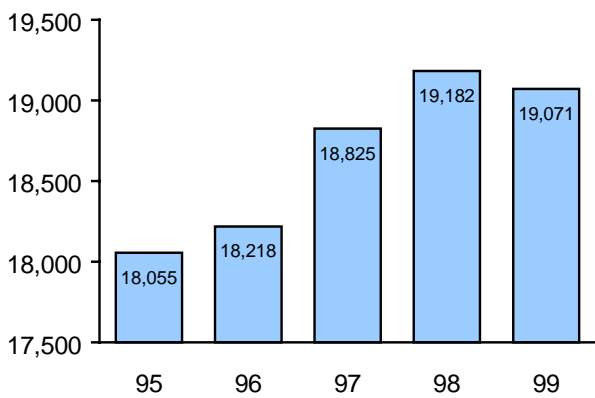
By Office



Did you know?

By 1792, Customs had about 500 employees.
Today, there are over 19,000 employees.

Full-time Permanent Workforce



Actual FY Budget Resource Obligations (millions)

	95	96	97	98	99
Salaries and Expenses direct (includes obligations authorized under COBRA)	1,652	1,658	1,806	1,881	2,067
Salaries and Expenses reimbursable	425	412	391	439	462
Crime Bill	4	11	10	55	21
Operations and Maintenance	107	104	113	169	195
Facilities	20	1	2	2	2
Customs Forfeiture Fund	0	0	0	0	0
Small Airports	2	2	3	3	3
Miscellaneous Permanent	138	114	115	119	106
Refunds, Transfers	3	2	7	8	7
Harbor Maintenance Fee	0	3	3	3	3
Totals	2,351	2,307	2,450	2,679	2,866

Note: All data on this page represents the full-time permanent Customs workforce as of September 25, 1999.



Diversity

As a law enforcement and trade facilitation agency, Customs will continue to capitalize on the diversity of its workforce. This diversity is necessary not only to maintain the confidence of the public, but also to execute our mission. Customs workforce is consistent with future workforce trends that forecast increasing employment of women and minorities. Efforts to increase the diversity of the workforce (e.g., targeted recruitment) will continue, along with our efforts to understand and effectively manage the cultural differences of our customers and employees.

The table to the right provides Customs workforce data for FY 1990 and FY 1999. Over the span of a decade, the number of women and minorities in the Customs workforce has continued to increase. Since 1990, the representation of women in the Customs workforce has increased by 18.6 percent as compared to 5.8 percent for men, while the total workforce increased by only 10 percent.

Minority representation, particularly Hispanics, has increased significantly during the past decade. Minorities, as a whole, increased by 39.6 percent while the overall Customs workforce increased by only 10 percent.

Organizational Structure of the Customs EEO Program

An effective Equal Employment Opportunity (EEO) Program is critical to the agency's overall success. During FY 1999, Customs allocated additional resources to the EEO program and reorganized the EEO Office which provides service to Headquarters employees on a wide range of issues including, but not limited to, complaint matters and EEO training initiatives. The new structure distinguishes between policy and operational work, and contains three principal divisions. The Complaints Processing Division is responsible for implementing and establishing policies related to discrimination complaints and measuring Customs performance in the area of complaints processing and conflict management. The Compliance, Analysis, and Special Programs Division implements and establishes policy relative to affirmative employment and special emphasis programs, and conducts special studies. In addition to increased staff at Headquarters, principal field locations will have an onsite EEO practitioner to provide advice and guidance.

Customswide Reprisal Study

Over the past several years, reprisal has been the principal basis for the filing of a large number of EEO complaints. To address this trend, Customs has contracted with an outside consultant to conduct an assessment to analyze allegations of reprisal within Customs. This study will provide Customs additional perspectives relative to reprisal, propose recommendations to increase the integrity of the EEO complaint process, propose recommendations to minimize perceptions of reprisal, and recommend safeguards to insulate complainants or other participants from recrimination.

Mediation

Customs and the National Treasury Employees Union implemented an Alternative Dispute Resolution (ADR) procedure for processing EEO disputes. The process, which became effective for FY 2000, offers a variety of contemporary ADR methods, including mandatory mediation, optional panel reviews, and binding arbitration.

In addition, changes to the federal sector complaints processing regulations will require all federal agencies to establish and offer an ADR process for both the informal and formal stages by January 1, 2000. To comply, Customs will use mediation as we believe it will best serve our requirements. Customs established an internal cadre of collateral duty mediators, trained and certified through the Justice Center of Atlanta, to participate in the mediation process.

**Comparison of National Workforce
By Gender/Race
FY 1990 Versus FY 1999**

	FY 1990 NUMBER	FY 1999 NUMBER	CHANGE (+ OR -)
Women	6,097	7,230	+1,133
<i>White</i>	3,816	4,252	+436
<i>Black</i>	1,272	1,433	+161
<i>Hispanic</i>	721	1,177	+456
<i>AA/PI</i>	241	321	+80
<i>Aml</i>	19	38	+19
<i>NHPR</i>	28	9	-19
MEN	12,422	13,142	+720
<i>White</i>	9,669	9,093	-576
<i>Black</i>	798	875	+77
<i>Hispanic</i>	1,525	2,516	+991
<i>AA/PI</i>	332	502	+170
<i>Aml</i>	62	108	+46
<i>NHPR</i>	36	48	+12

Figures include part-time permanent and wage grade employees.

AA/PI - Asian American/Pacific Islander

Aml - American Indian

NHPR - Non-Hispanic Puerto Rican

Did you know?



In 1947, Kathleen I. Dixon, became the first female inspector in Miami, Florida, and the first woman to wear a Customs uniform.